

Task Force Final Report: Part A

Charge / SWOT and Critical Issues

Task Force # 2	Facilitators:	Date:
Land Use and Transportation	Jack Dianetti, Betty Dean	October 10, 2006 Certified Copy

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Charge: To investigate and analyze the connection between land use and transportation. This will include how we address open space, best use of our agricultural assets, economic development (both commercial and residential) and its impact on our land and the community at large. The Task Force must additionally address the most feasible methods that we would use and the opportunities and challenges with preserving open space.

<i>SWOT Analysis Summary:</i>	
Internal (S/W)	External (O/T)
<p><u>Internal Strengths</u></p> <ul style="list-style-type: none"> ○ Large areas of undeveloped and open space ○ Rich diversity of environmental eco-systems and historic and archeological resources that defines the towns rural community character ○ Proximity to high capacity transportation routes ○ Highly skilled and educated workforce ○ Highly motivated, educated and active citizens ○ Sales tax revenues from Eastview Mall ○ Excellent school system ○ Unique topography and geology ○ Central location between Finger Lakes and Rochester ○ Presence of large diverse high technology business opportunities 	

Internal Weakness

- **Weak Comprehensive Development Plan**
- **Local transportation routes crowded**
- **Limited grant writing or economic development staff**
- **Poor communication and interaction between the Town Board, Planning Board and Zoning Board of Appeals**
- **Lack of systems to identify adequate funding for local transportation infrastructure**
- **Inadequate projections of capital improvement projects and funding**
- **Absence of official maps for future roads and development**
- **Confusing and sometimes ambiguous zoning regulations**
- **Limited allocated funds for preservation of open space**
- **Increasing economic instability to Village businesses**

External Opportunities

- **Development of Regional Transportation Plan**
- **Financial resources from GTC and DOT**
- **Attracting high tech business, tourism, sports/recreation to Victor**
- **Benchmarking and evaluating efforts in other communities**
- **Large market of consumers and available workforce in surrounding towns**
- **Recruitment of businesses that generate low traffic volumes**

External Threats

- **Declining state and federal revenue sharing**
- **Inability to control or regulate regional development**
- **Declining population in region**
- **Keeping highly skilled and educated workers in the area**
- **Rise in taxes**
- **Overlapping jurisdictions for transportation and schools**
- **Environmental concerns**
- **Overcrowding and overdevelopment in surrounding towns**
- **The local economic conditions**

Our Critical Issues:

Include all Critical Issues

- 1. What are alternative routes around Town?**
- 2. Who pays for open space?**
- 3. What is an appropriate amount of open space?**
- 4. What are the tools available to the Town for purchasing open space?**
- 5. How do we finance our initiatives?**
- 6. How do we balance growth and the character of Victor?**
- 7. How do we work with Local, County and State Boards and Agencies?**
- 8. How should we create balance between occupied and open space, protecting the rights of all parties?**

9. How do we pay for open space?
10. How do we identify and prioritize open space that we have?
11. What is the definition of open space?
12. How to protect Victor's natural resources while allowing for development?
13. Are we preserving agriculture / green / open / forever wild?
14. Do we have a street plan?
15. Inventory of physical land?
16. Will more signals or better coordination of traffic signals alleviate traffic flow?
17. We know there was a Route 96 study done in the past 2 years, where is that study?
18. Zoning Codes – enforcement? changes?

<i>Issue Areas/sub areas:</i>
Community Character <ul style="list-style-type: none"> o Define who we are and what we want to be as a community o Community support systems and services o Physical linkages o Institutions and social networks
Transportation <ul style="list-style-type: none"> o Developing alternative modes of transit o Bike and pedestrian enhancement o Interregional connections o Reduction of miles traveled o Enhanced road design strategies o Increase public and private transit options for Victor o Optimize use of existing roadways through improved design and signalization
Environmental Protection <ul style="list-style-type: none"> o Safe drinking water o Preserve and enhance forest resources o Avoid hazardous geology and hydrology o Maintain natural conditions as default design stance o Design with the exiting land forms
Property Rights <ul style="list-style-type: none"> o Immediately adopt a public policy that promotes fair and equitable compensation for acquisition of any land for public purpose o Increase land sale options by permitting sale of development rights on lands selected for enhanced protection and rural character designs o Require full public review and disclosure of public interests in acquiring private property o Adhere to State and Federal standards to insure protection of public and private rights in the acquisition of property for public use
Land Use <ul style="list-style-type: none"> o Develop full range of land use categories, including rural and agricultural areas o Zone only to accommodate forecast growth o Stage growth areas to match public services and facilities to insure maximum benefit from minimum public investment

<ul style="list-style-type: none"> ○ Increase design flexibility consistent with Environment objectives to promote creative and cost effective design ○ Require inter-project and inter-parcel coordination and synergies ○ Integrate minimum open space design standards for all development types ○ Overlay Environmental protection objectives with final design to insure maximum public health and safety benefits, and to insure environmental health ○ Develop programs to create incentives for increased density in growth areas utilizing developments for non-contiguous lands
<p>Public Facilities and Infrastructure</p> <ul style="list-style-type: none"> ○ Require at least 80% build out of existing public facilities prior to approving expansion or construction of new facilities ○ Expand existing capacities before allowing new construction
<p>Historic and Archaeological Resources</p> <ul style="list-style-type: none"> ○ Prohibit destruction of historic structures and sties and enhance these resources as anchors for community identity ○ Preserve archaeological sites and mandate exploration of all development sites prior to authorization for significant altering of landscape ○ Connect historic resources to tourism, recreational, and community development
<p>Economic Success</p> <ul style="list-style-type: none"> ○ Commit public resources to clearly identified growth areas ○ Insure availability of at least 10% more zoned land than is currently forecast for industrial and commercial development ○ Promote opportunities of high school, community college and private sector programs that led to employment opportunities and appropriate skill development
<p>Affordable and varied housing opportunity</p> <ul style="list-style-type: none"> ○ Mandate provision of varied housing products and price range within every development ○ Create density incentives to accommodate affordable and intergenerational housing models ○ Increase densities in growth areas to increase opportunities for community and economic expansion within existing growth areas

Task Force Final Report: Part B

Strategic Intents/Key Initiatives/Action Plans and Cost Benefit

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Strategic Intent # 1 Land Use: Develop a Comprehensive Land Use Plan by 2008. This plan will provide for the appropriate protection of “public” and “private” property rights. It will also create a “Green Infrastructure Plan” that includes protection of “open space” and “natural resources.” The “Green Infrastructure” identified by this plan will be afforded the same status as “Gray Infrastructure.” The Comprehensive Land Use Plan will map and identify the desired percentage, location and type of “open space” necessary to protect the community’s character and will be balanced with compatible levels and types of development.

Key Initiative #1: Develop a consensus regarding land use and development issues in order to promote a better community understanding of these issues.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
*		1	Prioritize the land use and development issues of concern to Victor residents.	
*		2	Identify areas that are suitable and unsuitable for development.	
*		3	Evaluate techniques to protect property rights, including the means to compensate property owners for negative impacts.	

Key Initiative #2: Create a plan that clarifies and balances private and public property rights with the needs of the community in relation to types of development, conservation, growth management and efficient use of infrastructure.

*	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
*		1	Re-evaluate the current Density Overlay Districts, Zoning Codes and Zoning maps based on forecasted development over the next 5 years.	
*		2	Develop an incentive zoning policy that addresses the issues that may include, but not limited to - the transfer	

			of development rights, purchase of development rights, development concessions in consideration for providing additional amenities for the community.	
*		3	Define the parameters of affordable housing in Victor, including the definition of affordable housing, identification of need in the community for such housing, and the tools available to provide it (see Housing Task Force # 9).	

Key Initiative #3: Identify methods to protect important natural and cultural resources.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
*		1	Establish a green infrastructure plan (green infrastructure is our nation’s natural life support system – an interconnected network of waterways, wetlands, woodlands, wildlife habitats, and other natural areas; greenways, parks and other conservation a lands; working farms, ranches and forests; and wilderness and other open spaces that support native species, maintain natural ecological processes, sustain air and water resources and contribute to the health and quality of life for America’s communities and people.”). Components of the plan should address (among other things): Ground and surface water use and quality; open space; an Environmental Preservation Fund; a Nature and Wildlife Preserve. (See Ed McMahon book on Green Infrastructure for process).	
*		2	Create a Green Infrastructure Plan that identifies, prioritizes and delineates the boundaries of the plan’s components. Create a map that shows the individual and cumulative impacts.	
*		3	Determine the necessary funding and regulatory tools required for the preservation of important natural and cultural resources. Prioritize these resources as a primary public interest equal to public water, sanitary sewers, drainage and roads.	
*		4	The Green Infrastructure Plan should address the fragmentation of open land by encouraging the preservation of larger land areas (Hubs) and by providing connections or “greenways” between these environmentally sensitive areas.	

*		5	Identify existing environmental constraints in the Town such as wetlands, regulated streams, surface drainage, groundwater, air and water pollution standards.	
*		6	Compile and analyze all completed studies and plans related to growth management, transportation systems, Parks & Recreation Master Plan, open space/historic/ecological preservation.	
*		7	Prepare a management and stewardship plan that meets the restoration and maintenance needs of all green infrastructure network components.	
*		8	Integrate the Green Infrastructure Plan in the review and planning process of local, state, and federal agencies and other community and regional planning efforts.	

Key Initiative #4: Establish targets for the appropriate use of land, including the development and conservation needs of Victor for the next five planning period.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
*		1	Define the use and exercise of eminent domain to be used as a last resort by the Town.	
*		2	Create a rational zoning schedule that meets the forecast demand for each zoning category for the next 5 years.	
*		3	Adopt a policy that no additional land shall be rezoned until at least 80% of existing zoned land of the same type has been built out.	
*		4	Identify categories of zoning that are not being utilized today and build plans to address.	

Key Initiative #5: Create a set of tools to analyze the amount and type of future development and preservation that the community can afford. These tools would be used to measure and predict the impact of future development in order to plan for the appropriate blend of agricultural, industrial, commercial, residential and protected land uses for the Town.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
*		1	Create a fiscal impact model to predict future taxes based upon the costs and revenues associated with future land use patterns. This will allow the Town to understand whether development will “pay its own way” in terms of	

			taxes to support the required community services.	
*		2	Develop a residential development/construction map that states the build out period, identifies the geographic locations where residential growth will occur, integrates the Green Infrastructure Plan with other types of development and utilizes an approved Town roadway map to designate where future roadways are approved for construction.	
*	\$400K	3	Complete an accurate topographical map of the Town of Victor with two-foot intervals for contours. This will facilitate the accurate delineation of streams, drainage patterns, wetlands and the impact of steep slope constraints on land use.	
*		4	Identify tools for the mitigation of financial impact on property owners – incentive zoning, density concessions, tax abatements, purchase of fee with grant, bond or tax revenues, voluntary conservation easements, others.	
*		5	Recruit a grant writer to apply for grants from private, federal and state sources to purchase land or development rights and to reestablish important ecological assets (wetlands, forests, natural wildlife habitat, etc.)	

Strategic Intent # 2 Transportation: By 2011, a detailed Comprehensive Transportation Plan will be in place that will cover the projected build out area of the entire Town, providing a transportation system that benefits the community and increases traffic safety and capacity management. The success of this Strategic Intent will be measured by capacity analysis and delay studies that show an improvement in all road segments to a minimum of level D, with no decrease in the level of service for those services already above level D.

Key Initiative # 1: INVESTIGATION: Define the current and future transportation infrastructure necessary to accommodate the projected growth of the Town of Victor and neighboring towns, including all related traffic issues.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
*		1	Form a study group of appropriate government officials, department heads and private citizens.	
*		2	Compile all completed transportation studies and identify new required transportation studies. Update old studies to today's conditions.	
*	\$80,000	3	Analyze all current roadways, intersections, bike and hiking trails, railways, signal systems, speed limits,	

			sidewalks, underpasses, transit routes and any other infrastructure related to transportation and traffic flow in the Town of Victor.	
*		4	Identify existing problems with current traffic and infrastructure, as well as potential problems that may occur with both new planned development and new potential development.	
*	\$40,000	5	Update the Town Zoning Code and include Design and Construction Standards as part of the Code (not guidelines) to establish clear standards for the design and establishment of transportation infrastructure.	

Key Initiative # 2: TOOL DEVELOPMENT: Create a set of Transportation Tools to help drive the traffic/transportation actions and solutions. Such tools will be included in the Town Comprehensive Development Plan.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
*	\$15,000	1	<p>Create a Victor Town Street Map (Official Map) with a detailed Street Requirements Plan to include but not be limited to the following items:</p> <ul style="list-style-type: none"> ○ Current roadways, planned and future road development, and road intersection realignments, ○ Street assignments: Arterial (primary) high-speed, limited driveways, heavy loads; collector: a balance between mobility and access; local: low speed, restricted traffic, residential areas. Traffic capacities will be defined for each street assignment and monitored with periodic review, ○ Street design requirements to address issues like: limitations on the size of cul-de-sacs and dead end streets (including patchwork cul-de-sac issues); maximum number of lots on local streets; connectivity to surrounding areas using walking and biking paths, ○ Plan for new collector streets in all residential zones with emphasis on allowing property access from at least two directions, breaking up large areas which may be subject for development and preventing narrow access ways and land-locking of parcels. 	
*	\$5,000	2	Create a functional road classification system and map for all town road segments. *Create zoning standards that are consistent with the intended use of the planned	

			road.	
*	\$5,000	3	Create and implement a traffic count program on Town Highways and create a GIS database for the information.	
*	\$10,000 /yr.	4	Create TransCAD model that will forecast traffic volumes due to changes in land use development and/or new roadways or connections and a plan for maintaining and updating the model.	
*	\$20,000	5	Create a database of high accident locations and identify areas in need of safety improvements due to hazardous conditions.	
*	\$2,000	6	Create a guideline for when a traffic study is required and what elements are to be included in the study.	
*		7	Create and communicate an Emergency Traffic Plan for the Town and Village.	

Key Initiative # 3: SOLUTIONS DEVELOPMENT: Create a plan to manage and reduce congestion caused by regional and local development and growth. Provide realistic solutions to reduce congestion throughout the projected build out area.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
*		1	Create a joint Transportation Task Force, (to include Town, County, Village, and State representatives), to provide the continual monitoring of traffic issues in the projected build out area.	
*		2	Identify the potential problems and document future impacts of local development, regional development and development in neighboring communities.	
*	\$10,000	3	Identify and propose solutions to current and potential transportation issues to include but not limited to: <ul style="list-style-type: none"> ○ New alternatives route plans around Eastview Mall (i.e. exits off of 490 to access the Mall directly or approval of development projects along the Rt 96 corridor only after transportation infrastructure is in place) ○ Signage improvement (i.e. on 490 prior to the Victor exit, tell drivers about going around Victor via 90 – “Save Time, Save Gas – Use the By-Pass”, at mall tell drivers about new entrance to 490, etc) ○ Signal improvements ○ Route 96 enhancement ○ Creative alternatives thru the Village of Victor 	

			(i.e. a second East-West roadway through or around the village to relieve congestion on Route 96, one way routing, etc.)	
*		4	Ensure that the solutions embrace and promote the concept of a walk-able community that encourages pedestrian and bicycle traffic in the Village and throughout the Town. Including handicap access.	
*		5	Implement the traffic signal coordination study currently being conducted as soon as possible.	
*		6	Work with enforcement agencies of the Town and State to enforce traffic regulations on Town, County, and State roadways in the Victor build out area.	
*		7	Work with the various Town boards to ensure that the Comprehensive Transportation Plan will carry the same weight as other issues when reviewing proposed developments.	
*		8	Work with the appropriate Town officials to incorporate the Comprehensive Transportation Plan into the Town Comprehensive Development Plan.	

Key Initiative # 4: PRIORITIZATION: Define traffic/transportation project solutions for the next five years and the budget needs for 5 key projects.

P	C/B	#	Action Plan <i>(Indicate Priority (P) with a check. Check Cost / Benefit (C/B) if required)</i>	Who
*		1	Identify and prioritize the projects by capacity and or safety deficiency.	
*	\$10,000	2	Provide a cost-benefit analysis for each project. This would include the re-prioritizing of old traffic related issues identified in all completed studies.	
*		3	Identify potential sources of funding and the timetables involved in securing that funding.	
*		4	Create a Highway Development and Improvement Fund for capital improvements on Town owned sidewalks and roadways and a schedule for construction of planned improvements.	
*		5	Develop budget for short term and long term projects.	
*		6	Develop a communication vehicle to educate the community about the Transportation Plans. Deliver the message.	